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MEMORANDUM FOR: Deputy Director (Administration)

SUBJECT: Work Projects in the Personnel Pool

1. THE PROBLEM:

What should be the role of work projects and their relationship to training in the Personnel Pool?

2. FACTS BEARING ON THE PROBLEM:

a. The purpose of the Pool is to provide a facility for employing personnel between the time of provisional and final clearance.

b. Background information and statistics are as follows:

- (1) Present ceiling - [REDACTED]
- (2) Actual on-duty strength - See Tab "A".
- (3) Composition of Pool personnel - See Tab "B".
- (4) Time spent on work projects - See Tab "C".
- (5) Pool personnel on details - See Tab "D".
- (6) Time spent on formal training - See Tab "E".
- (7) Offices benefiting from work projects - See Tab "F".
- (8) Typical work projects - See Tab "G".

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c. Pool policy is to accept no deadline projects.

d. Work projects are requested by individuals in various Agency components, and little control is exercised at the Office level.

e. Training in Pool made the responsibility of Office of Training, per Inspector General's memorandum dated 24 January 1952 (See Tab "H").

f. The Director of Training submitted on 25 February an excellent study of the Pool in connection with the assumption of the training responsibility.

3. DISCUSSION:

a. Strength figures used in this study include all personnel actually on duty in the Pool, whether allotted against Pool T/O or against specific Office T/O's. These figures therefore exceed Pool on-duty figures shown in Monthly Personnel Status Report.

b. This study, in its future aspects, concerns itself only with the Personnel Pool at D Street, and is not meant to cover the UTGA or the IIB programs. It is our understanding that the latter type personnel will no longer be placed in the D Street Pool.

c. Since the need to EOD personnel prior to full clearance will certainly continue, the problem therefore resolves itself into how can the Agency best utilize the time of the remaining categories of Pool personnel.

d. Statistics indicate that Pool personnel time has been gainfully utilized in the past, as evidenced by Tabs "G" and "I".

e. Work projects fulfill a very useful function. (See Tab "J" for BR comment.) All projects examined have been found to be valuable, and may be divided into two categories; (1) essential - if not done by Pool, overtime or additional personnel would be required - see Nos. 1-21, Tab "G", (2) worthwhile - omission would not drastically affect day-to-day operations of the Agency, but would ultimately affect efficiency of operations or completeness of intelligence product - see Nos. 22-30, Tab "G".

f. While most projects are necessarily of a routine nature because of classification restrictions, they are well adapted to the proposed composition of the Pool (See Tab "K"). Nevertheless, personnel should be assigned to projects insofar as possible in accordance with their particular skills.

g. There are indications that more UTGA-type projects are available. However, this has not been considered part of the present study.

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h. Work projects for the most part have relatively little training value. Practice in typing is the most useful project work from a training standpoint.

i. Since Agency policy is to hire only persons who possess at least basic qualifications for the job for which destined, training should be limited to initial orientation, instruction in office techniques peculiar to the Agency, and brush-up of basic skills where needed. Beyond this point, on-the-job training should be the most effective. (See Tab "L" for AB, OIC opinion.)

j. Present lack of Office control over requests for work projects could lead to performance of unnecessary projects or the improper utilization of assigned personnel.

k. Should there be a continued decline of Pool strength in the future, (See Tab "A"), it may be necessary to set up Agency priority schedules for work projects.

l. While it is undoubtedly true that at least an indirect benefit accrues to the Agency from details of personnel to outside Agencies, the use of personnel on Pool projects would usually be more directly beneficial, as well as more conducive to good morale of the personnel. It would seem highly desirable therefore to limit such details to skilled and trades personnel for whom no suitable unclassified work is available in the Agency.

4. CONCLUSIONS:

a. Work projects are not made work -- they are valuable and worthwhile.

b. If work projects were not performed in the Pool, they would have to be done by regular personnel, often on overtime.

c. The training standard for Pool personnel should be -- "what is the minimum training required to fit the person for the position for which hired."

d. After minimum required training by the Office of Training, personnel should be immediately returned to Pool jurisdiction for employment exclusively on work projects.

e. To assure the most advantageous employment of Pool personnel and the most effective utilization of assigned personnel, each Office should maintain necessary control over its work projects.

f. Training value of projects is relatively small.

g. The valuable nature of work projects justifies the cost of operating the Pool.

5. RECOMMENDATIONS:

a. That work projects be continued, but no deadline work be accepted.

b. That work projects be considered not as an adjunct to training, but as the principal occupation of Pool personnel.

c. That personnel be given only necessary training to assure their ability to perform the job for which hired, in accordance with needs disclosed by testing.

d. That personnel be assigned exclusively to work projects immediately after completion of necessary training.

e. That Offices institute sufficient controls to insure desirability of work projects requested by their components, and to establish relative priorities as needed.

f. That personnel not be detailed to outside Agencies, unless there is no appropriate work project in the Pool on which they might be gainfully employed.

g. That, to avoid dissatisfaction, Pool personnel be properly instructed, prior to being EOD'd, as to the fact that they will be entering a pool rather than their regular job, and regarding the nature of the work to be performed while in the Pool.

W. L. FREL
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APPROVED:

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